**STATE OF MAINE**

**Department of Administrative and Financial Services**

*Bureau of Alcoholic Beverages and Lottery Operations*

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Description automatically generated

**RFI# 202404092**

**LOTTERY GAMING, MARKETING, BUSINESS AND OPERATIONS SOLUTIONS**

|  |  |
| --- | --- |
| **RFI Coordinator** | *All communication regarding this RFI must be made through the RFI Coordinator identified below*.  **Name:** David Wilson **Title:** Customer Service Supervisor  **Contact Information:** [david.wilson@maine.gov](mailto:david.wilson@maine.gov) |
| **Submitted Questions Due** | *All questions must be submitted to the RFI Coordinator identified above by:*  **Date: May 17, 2024***,* no later than 5:00 p.m., local time. |
| **Response Submission** | **Submission Deadline:** **June 7, 2024**, no later than 5:00 p.m., local time.  **Submit to:** [david.wilson@maine.gov](mailto:david.wilson@maine.gov) |
| **Presentations** | **Presentations (Optional): Week of June 24, 2024 (anticipated)**  Vendor options (Virtual or in person) Vendors may work with Lottery to schedule sessions. |

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# PUBLIC NOTICE

**\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\***

**State of Maine**

**Department of Administrative and Financial Services**

**RFI# 202404092**

**Lottery Gaming, Marketing, Business and Operations Solutions**

The State of Maine, Department of Administrative Services, Bureau of Alcoholic Beverages & Lottery Operations is seeking information regarding lottery gaming systems including instant ticket printing, loyalty programs and associated services.

A copy of the RFI, as well as the Question & Answer Summary and all other related documents to this RFI, can be obtained at the following website: http://www.maine.gov/dafs/bbm/procurementservices/vendors/rfis

Responses must be submitted to: **david.wilson@maine.gov** and be submitted by 5:00 pm, local time, on **June 7, 2024**.

Presentations will be optional. Presentation will occur during the week of June 24, 2024. Selected vendors will be contacted for a presentation opportunity after June 7, 2024.

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# RFP DEFINITIONS/ACRONYMS

The following terms and acronyms shall have the meaning indicated below as referenced in this RFP:

|  |  |
| --- | --- |
| **Term/Acronym** | **Definition** |
| **Department** | Department of Administrative and Financial Services |
| **DR** | Disaster Recovery |
| **DSL** | Digital Subscriber Line |
| **FOAA** | Freedom of Access Act |
| **GGR** | Gross Gaming Revenue |
| **Lottery** | Maine State Lottery |
| **MUSL** | Multi-State Lottery Association |
| **NASPL** | North American Association of State and Provincial Lotteries |
| **PAD** | Player Advertising Display |
| **POS** | Point of Sale |
| **RFI** | Request for Information |
| **RFP** | Request for Proposal |
| **RG** | Responsibly Gaming |
| **ROI** | Return on Investment |
| **SOM** | State of Maine |
| **State** | State of Maine |

# PART I – INTRODUCTION

## A. PURPOSE AND BACKGROUND

The Maine State Lottery (“Maine State Lottery,” “Maine Lottery,” "Lottery") invites qualified respondents (hereinafter referred to as “Respondents” or individually as “Respondent”) to submit a response to this Request for Information (“RFI”) regarding development, implementation, and support of a new full-service lottery gaming system and ancillary services.

**To respond to this RFI, a Respondent** **must have an active full-service lottery central gaming system deployed within North America with a North American Association of State and Provincial Lotteries (“NASPL”) lottery.**

The Lottery reserves the right to clarify, modify, amend, or withdraw any information requested by or contained in this RFI. The responses provided as the result of this RFI will not constitute any type of bidding process by the Lottery but may be used for informational purposes in the development of a competitive bid which may or may not be conducted in the future. This RFI is not intended to conflict with or usurp any existing or future contractual relationships between the Lottery and any Respondent for any other form of gaming.

The Lottery has the following objectives for issuing this RFI:

* To aid in the preparation of a possible request for proposals for a new full-service Lottery gaming vendor and to ensure a competitive process among prospective vendors.
* To obtain the latest detailed capabilities for hardware, software, systems, programs, instant and systems products and services currently being offered for the benefit of lotteries and their players, retailers, partners, vendors, and constituents.
* To gain respondent insights, point of view and recommendations for small population lotteries priorities, actions and needs associated to lottery modernization including but not limited to consumer, retailer, regulatory, technology, privacy and security, payment, retail, data and digital.
* To obtain the latest on sustainable revenue, income and retailer and player growth and optimization opportunities for small population lotteries including, but not limited to programs, merchandising, technology, business intelligence and analytics, products, loyalty, retailer, digital, and cashless sales.
* To gain options and recommendations for RFP scope and structure, pricing models and other important considerations when designing an optimal Lottery procurement aligned with the needs and priorities of the Maine Lottery and responsible lottery modernization.

## B. CURRENT CONDITIONS

**LOTTERY OVERVIEW**

Since its inception in 1974, the Maine State Lottery (Lottery) has generated more than $7.2 billion in sales revenues, $4.7 billion in prize money and $518 million in commissions and bonuses to our network of lottery retail agents. Over $1.7 billion has been transferred to the State’s General Fund to support programs and services across Maine. In FY23, for the ninth consecutive year, the Lottery achieved a record transfer to the General Fund totaling nearly $72million. Additionally, the Maine Lottery achieved the second highest-ever total sales, instant sales, commissions to lottery retail agents and prize money to winners. In FY23, the Lottery transferred $1,107,570 to Maine’s Outdoor Heritage Fund, an increase of 49.28over the prior year.

The Lottery currently offers nine (9) Draw games such as Powerball and Megabucks, multiple Fast Play games in six (6) price points and Instant games in eight (8) price points. The Lottery also offers a lottery rewards program where Lottery players may redeem purchased lottery games for points for prizes as well as for special second chance promotions. Lottery tickets are sold through a network of retailers licensed by the Lottery and vending machines throughout the State.

The Lottery is a member of two multi-state lottery organizations: the Tri-State Lotto Commission for shared regional activities and shared games Megabucks Plus, Gimme 5, Fast Play and Pick 3/Pick 4 and the Multi-State Lottery Association (MUSL) for shared games, Powerball and Mega Millions.

**RETAILER NETWORK**

There are approximately eleven hundred and fifty (1,150) retailers of lottery products. All retailers earn a 7% commission on instant ticket sales, 5% commission on draw game ticket sales, 5% commission on Fast Play games, and 1% bonus for selling winning prizes over $1,000 for instant and pick ¾ games. The annual net lottery sales and commission for an average lottery retail location are $335,000 in net sales with approximately $22,000 in commission and cashing bonuses.

Each retailer is supplied with at least one Point of Sale (“POS”) on-counter terminal. The standard configuration includes a printer, ticket checker, and most retailers are also equipped with a Player Advertising Display (PAD) unit, which is a 19” monitor that shows static and dynamic advertising content., Additionally, the Lottery has approximately two hundred and fifty (250) self-service machines in the field that sell both draw and instant games, with a 42” touch screen monitor that can work on and offline. Self-service machines are equipped with cashless card readers on the terminals that accept Visa and Mastercard.

The Lottery utilizes a variety of different communications methods based on geography and business requirements. Primarily 4G, and DSL or cable, satellite when 4G is not available.

Sales and additional information on Lottery games can be found in the annual report linked here: [Bureau Financial Statements | Maine Bureau of Alcoholic Beverages and Lottery Operations](https://www.maine.gov/dafs/bablo/about/bureau-financial-statements)

**LOYALTY PROGRAM**

The Lottery currently offers a loyalty program called RewardMe Lottery Club. Introduced in May 2015, the RewardMe club features web and App based program communication, participation and management and offers points for prizes and second chance promotions. There are currently 158,000 members and201,800,000 unredeemed points. An average of 4,000 members redeem points each month and 38,100 total members that have entered a promotion or redeemed points for a prize.

## C. GENERAL PROVISIONS

1. All contact with the State regarding this RFI must be made through the RFI Coordinator. No other person/ State employee is empowered to make binding statements regarding this RFI.
2. This is a non-binding Request for Information. Therefore, no award shall be made as a result of the RFI process.
3. Issuance of this RFI does not commit the Department to pay any expenses incurred by a Respondent in the preparation of their response to this RFI. This includes attendance at personal interviews or other meetings and software or system demonstrations, where applicable.
4. Issuance of this RFI in no way constitutes a commitment by the State of Maine to issue a Request for Proposal (RFP).
5. **Pricing should not be included. References to pricing models and structures may include example pricing for demonstration purposes, if necessary, but should not reflect actual costing or pricing specific to the needs of the State of Maine.**
6. All responses should adhere to the instructions and format requests outlined in this RFI and all written supplements and amendments, such as the Summary of Questions and Answers, issued by the Department.
7. All submissions in response to this RFI will be considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA) (1 M.R.S. §§ 401 et seq.): [State of Maine Freedom of Access Act](http://www.mainelegislature.org/legis/statutes/1/title1sec401.html)
8. All applicable laws, whether or not contained herein, shall be included in this reference. It shall be Respondent’s responsibility to determine the applicability and requirements of any such laws and to abide by them.

# PART II – INFORMATION SOUGHT

The Department seeks detailed yet succinct responses that demonstrate the Respondent’s experience and/or familiarity with the subject matter. The Department welcomes all responses to this RFI, including recommendations to enhance and expedite all future processes while providing efficient, reliable, and high-quality outcomes. Respondents are not required to submit responses pertaining to every question, but the Department encourages interested parties to respond to any or all relevant aspects of the RFI.

## A. GENERAL INFORMATION

Please provide the following information,

* 1. Individual and organization information:
     1. Name of individual respondent(s)
     2. Organization and affiliation
     3. Corporate structure
     4. Address (organizational, if responding on behalf of an entity)
     5. Contact information (phone number(s) and email address)
  2. An overview of relevant experience in providing lottery programs, technology, products, and services to North American lotteries.
  3. An overview of relevant experiences in specifying and deploying lottery modernization platform, point and program solutions.
  4. An overview of relevant experiences in specifying, deploying, and managing best in class data and analytics practices.
  5. A detailed review of current compliance with relevant MUSL, CCPA, Privacy Best Practices, PCI DSS and other State Government IT standards, rules, and regulations.
  6. Recommended Agenda for presentations as part of this RFI.

## B. FEEDBACK REQUESTED

The RFI response may include an overview of the following:

1. **Executive Summary**
   1. Executive summary of the RFI response.
   2. Summary of:
      1. Where respondent currently has full or point solutions with NASPL lotteries including a description of the solution and length of time the solution has been in place.
      2. Current, within last five years, deployments of new full or point solutions for NASPL lotteries, describing the solution and including the length of time from award to implementation.
   3. Response to following inquiries:
      1. Over the next ten years how will the North American lottery industry change, what will lotteries have to do to remain responsible stewards of income to benefit good causes and what specifically is Respondent doing to ensure products, services and solutions remain at the forefront of the industry?
      2. Describe your capabilities and processes for bringing strategic leadership, resource prioritization, technology development, planning and forecasting to a lottery similar to Maine State Lottery.
      3. For small population lotteries, including Maine State Lottery, what do you see as the top three challenges, priorities and needs to ensure continued responsible income stability and growth?
      4. Specific to retail partners, what do you see happening with corporate and independent retail trends, programs and requirements and how will that impact demands on lottery products, promotions, funding, and operations?
      5. What do you believe lottery capabilities should be as it relates to business intelligence, data, analytics, and reporting and what are your recommendations for best practices necessary to deliver capabilities while ensuring a return on investment for a small population lottery?
      6. What specific recommendations and best practices would you make for a small population lottery in terms of prioritizing and structuring of a gaming system procurement such as is being considered?
2. **Gaming System**

Please fully describe your current gaming system capabilities including:

* 1. The gaming system, software, and hardware capabilities, features, and functionality.
  2. The processes, procedures, and time to modify existing and add new games, promotions, features, reporting, etc. including specific examples.
  3. The processes, procedures, and time to integrate third-party games, player rewards, software, hardware, and systems including specific examples.
  4. The role, processes, support, and compensation for planning, seeking out and implementing new and/or improved features and functions, including, and being compensated for adding third-party solutions and new products.
  5. The current Draw and Fast Play game portfolio, trends and innovation in the categories and the planning processes and research utilized to develop and recommend new Draw and Fast Play concepts as well as changes to existing games.
  6. Account management reporting and invoicing.
  7. The software development lifecycle,the maintenance schedule for all software and devices used in the solution.
  8. What is your approach to unforeseen and urgent changes and/or new needs from important lottery partners and associations such as those from MUSL, Tri-State Lotto and Corporate Accounts?

1. **Privacy, Security, and Integrity**

Please fully describe the capabilities, certifications, planning, processes, and procedures associated to the ensure the security, privacy and integrity of lottery games, communications, and claims including:

* 1. How modern demands of security, privacy and integrity are changing the approaches to and requirements of lotteries and their partners?
  2. Describe how the system, processes, procedures, and training are designed to handle the modern demands of privacy, security and integrity including:
     1. How does the System patching philosophy align with preventative measure policies?
     2. How will Network and System monitoring and maintenance assist in the identification of a potential attack?
     3. How are games and communications of all types being designed and deployed to reflect the rigorous security, integrity and privacy demands of today’s lotteries?
     4. What specific features, plans and capabilities are in place to securely integrate, verify and monitor transaction and activity feeds from multiple vendors and sources?
  3. Please discuss specific features, strategies, and recommendations including:
     1. Authentication.
     2. Access control (e.g. role-based).
     3. Monitoring and Audit capabilities.
     4. Loss and fraud prevention features.
     5. Latest enhancements and innovations.

1. **Instant Games**

Please fully describe your Instant game experience and capabilities including:

* 1. How the current capabilities can be leveraged to efficiently improve income, operations, player experience and retailer satisfaction including:
     1. Ticket by Ticket Accounting
     2. Predictive Ordering
     3. Security, Privacy, and Integrity
     4. Loss and Fraud Prevention
     5. Printing, Game Design, Portfolio and Distribution Innovations
     6. Software Additions, Updates & Third-Party Integrations
  2. Instant Ticket Printing
     1. Detail current manufacturing and associated capabilities, features, and experience.
     2. Describe game capabilities and recommendations for ticket sizes, stock type, unique sizes, shapes, etc.
     3. Describe quality processes and procedures.
  3. Instant Ticket Warehousing & Distribution.
     1. Detailed Warehousing, Distribution and associated functionality capabilities, features, roles and responsibilities, and experience.
  4. Game Planning and Analysis.
     1. Strategic Planning process, criteria, and inputs for developing and managing optimal instant game mix in market at all times.
     2. Describe current game portfolio and innovations, including those that target specific demographics and channels.
     3. Review the latest innovations in the industry to target specific segments/demographics and channels.
     4. Describe the inputs, steps, timeline, tracking and analysis, and roles/responsibilities for a lifecycle of an instant game from initial planning to in-market sales to game closing.
     5. Describe best practices for research, reporting and analyses for instant game portfolio planning and optimization.
     6. Discuss recommendations and capabilities for ensuring each retailer has optimized product mix and desired weeks of inventory for their location.

1. **Cashless Solutions** 
   1. What recommendations or improvements would you provide for cashless operation?
   2. What hardware implementation would be used at retailers to provide maximum ROI?
   3. Our retailers already accept Credit/debit cards on vending. What further enhancements would you recommend for increasing revenue?
   4. Describe experience implementing, analyzing, and offering digital wallets.
   5. Discuss the ability to support cashless fraud monitoring and mitigation such as velocity controls.
2. **Data Center & Configuration** 
   1. Discuss your experience with integration of disaster recovery (DR) into Lottery’s Business Continuity Plan and any challenges that you may have experienced.
   2. Discuss how the DR was tested and maintained throughout the contract.
      1. Discuss how emergency failovers are handled and time required, as well as active/active configuration with auto-failover features.
   3. Discuss any Emerging technologies that might be considered in your solution.
   4. Recommended frequency of infrastructure hardware upgrades and replacement over the life of the contract.
3. **Retailer Strategy, Network & Configuration**

Please discuss capabilities, experience and best practices associated to delivering retailer value and optimizing performance of retail channel including:

* 1. How the solution, processes, and team can support the Lottery in efficiently delivering income growth with existing retail network including:
     1. A retail channel strategy, segmentation, and tracking capabilities to plan, predict and manage performance expectations.
     2. New terminal technology, software, digital offerings, communications, incentives, merchandising, promotions, and programs.
     3. Specialized programs, training, products, hardware, and support by segment and/or channel.
     4. Capturing feedback from retailers to evaluate and improve products, programs, technology, and services.
     5. Alignment and integration with other jurisdictions in the planning and deployment of corporate programs, capabilities, products, merchandising and promotions.
  2. The features and functionality of the Sales Force Automation and Management solution that can be used to promote sales through retailer engagement, specialized programs, and optimized product placement.
  3. How the solution, processes, and best practices for efficiently opening new retail locations, channels or types including:
     1. An electronic retailer recruitment process where retailers and lottery can work electronically to sign up new retailers.
     2. Specialized hardware, software, and capabilities.

1. **Customer Support** 
   1. The lottery envisions a multichannel contact center employing multi-skilled staff to support players, retailers, and field team members. Discuss how the solution aligns with these concepts including:
      1. Customer service center options/recommendations available (i.e. call, chat, email, etc.).
      2. Tech level staffing options/recommendations.
      3. Availability of real-time data on preventative maintenance and service call status.
      4. Recommendations for best servicing Lottery field support.
      5. Best practices on response rates for repair, maintenance, and installation requests.
      6. Field service support for cashless technology including monitoring, preventing, and removing skimming devices.
2. **Business Intelligence, Analytics and Reporting**

Please describe capabilities for assisting the lottery in the modernization of data capabilities including:

* 1. A review of current capabilities, experience, and credentials for an integrated and distributed, real-time/near real time dynamic distributed reporting and analysis environments reflecting data from multiple systems, including third-party.
  2. Discuss existing daily, weekly, monthly, and on-demand reporting options available for lottery management, optimization and responsible growth including security and fraud, operations, player, digital and app, game, retailer, marketing, salesforce automation, predictive ordering, warehousing and distribution, scratch-off ticket processing, inventory control and more.
  3. The personnel and support recommendations for optimal management of system, software, and utilization.
  4. The process and capabilities for ongoing innovation, improvement and expansion of capabilities including reporting, integrations, software, access, etc.
  5. The specific quality, security, privacy, and integrity measures incorporated into system, software, integrations, and reporting capabilities.

1. **Player Rewards Programs**
   1. Describe capabilities, features, and functionality of player rewards program(s) including account management, reporting and analytics, communications, promotions and rewards, points collection and redemption, retailer integration, and digital.
   2. Describe roles and responsibilities for ongoing program management, tracking, optimization, and innovation for Player Rewards.
   3. Describe roles, responsibilities and cadence for program innovation and advancement.
   4. Describe roles, responsibilities, process and procedures for player security, integrity and privacy associated to player rewards program participation.
   5. Describe roles, responsibilities, and processes for integration with internal and third-party systems and software.
2. **i-Lottery – not currently permitted.**

Although not currently permitted, the Maine Lottery would like for you to describe your experience, best practices, capabilities, and processes associated to responsibly and securely delivering i-Lottery (draw and instant play) games including:

* 1. Best practices and learnings for game development, marketing, promotions and communications and player engagement and management.
  2. The portfolio of existing games and planning processes for new game creation.
  3. Process and procedures for game development and deployment.
  4. Responsible gaming controls, functionality, tracking, and reporting.
  5. Security, fraud/integrity, and privacy functionality, reporting and controls.
  6. Payment solutions.
  7. Third-party integrations processes, roles, and responsibilities.
  8. Data analytics and reporting capabilities.
  9. Claim processing.

1. **Responsible Gaming** 
   1. Describe Responsible Gaming experience and capabilities.
   2. Describe Responsible Gaming recommendations and features to promote responsible play.
   3. Any RG initiatives that may be of interest to the Lottery.
2. **Liquidated Damages** 
   1. Discuss liquidated damages from a vendor perspective.
   2. The Lottery believes that liquidated damages should be tied to lost profits as often and as accurately as possible. Describe your approach to calculating lost profits and what capabilities your system must automate for such calculations.
3. **Contract Costs and Pricing** 
   1. Several methods for pricing are utilized throughout the lottery industry in the United States including percent of sales, percent of GGR, fixed costs, and hybrid.
      1. Discuss respondent perspective on strengths and weaknesses of costs/pricing from a vendor perspective including impact on growth and innovation, collaboration, and competitiveness.
      2. Discuss options for vendor incentive programs that are directly tied to activities that responsibly drive new net income growth. Options should exclude Mega Millions and/or Powerball net income.
   2. The Lottery may require the vendor to pay upfront costs for licensing fees for third-party intellectual property required for the Lottery’s draw game portfolio.
      1. The vendor will then be allowed to add such costs to its invoice to the Lottery as a pass-through cost.
      2. Please note any potential concerns regarding this requirement.
   3. Discuss the impact of term length/renewal options on costs, including:
      1. Minimum and ideal contract term length for a vendor to offer the most competitive pricing.
      2. Describe what impact shorter contract lengths and multiple extensions may have on pricing/costs, if any.
      3. Discuss timing, recommendations and compensation for system capabilities and hardware refresh.

# PART III – KEY RFI EVENTS AND PROCESSES

## A. QUESTIONS

**1. General Instructions**

1. It is the responsibility of each interested party to examine the entire RFI and to seek clarification, in writing, if they do not understand any information or instructions.
2. Interested parties should use **Appendix B** (Submitted Questions Form) for submission of questions.
3. The Submitted Questions Form must be submitted by e-mail and received by the RFI Coordinator, identified on the cover page of this RFI, as soon as possible but no later than the date and time specified on the RFI cover page.
4. Submitted Questions must include the RFI Number and Title in the subject line of the e-mail. The Department assumes no liability for assuring accurate/complete/on time e-mail transmission and receipt.

**2. Question & Answer Summary**

Responses to all questions will be compiled in writing and posted on the following website: http://www.maine.gov/dafs/bbm/procurementservices/vendors/rfis. It is the responsibility of all interested parties to go to this website to obtain a copy of the Question & Answer Summary. Only those answers issued in writing on this website will be considered binding.

## B. SUBMITTING THE RESPONSE

1. **Responses Due**

Responses must be received no later than the date and time listed in the timeline above.

1. **Delivery Instructions**

Responses must be submitted to the RFI Coordinator, via e-mail, listed on the cover page of this RFI document.

1. **Response Format**

Vendors are invited to submit responses to the key questions and areas of feedback requested in Part II of the RFI. Responses to this RFI may be developed in a manner that suits the vendor, though vendors are asked to be brief and to respond to as many questions as possible within the RFI. Number each response to correspond to the relevant question or instruction of the RFI to allow comparison and clarity.All submissions, regardless of format, will be reviewed.

1. **Contact Information**

Vendors must provide a point of contact by completing **Appendix A**.

# PART IV – REVIEW OF RESPONSES RECEIVED

## General Information

1. The Department will review responses received for the purpose of gathering information and market research only. The Department will not score, or rate responses received.
2. The Department reserves the right to communicate and/or schedule virtual interviews/presentations with Respondents, if needed, to obtain clarification of information contained in the responses received and/or additional information to enhance marketing research efforts. See Part V below for more information on presentations.

# PART V – PRESENTATIONS

**Presentations will be optional and may occur in-person in Augusta, Maine or virtually**.

**General Information**

Vendors who respond to this RFI may also present their capabilities and technology in-person in Augusta, Maine or via virtual meeting. Presentations will be held during the period indicated on the cover page of this RFI. Vendors will be provided with a four-hour window which will allow for a presentation on various topics, product demonstrations, and questions and discussions with Lottery staff.

To facilitate in-person presentations, the Lottery will make the following available to the Vendor:

* A dedicated secured site with restricted access for a period of three (3) business days for set up, presentations, demonstrations, and tear down.
* Internet access to facilitate demonstrations and presentations.
* Video conferencing capabilities to allow remote participants by the Lottery and the Vendor.

**Scheduling**

The Lottery will contact vendors for a presentation opportunity and allow the vendor to choose an in person or virtual event. The Lottery will schedule with vendors a date, time, and location if applicable for the presentation.

**Costs Associated with Submission and Presentation**

Neither the Lottery nor the State of Maine is liable for any costs incurred by a Vendor in preparing, submitting, or presenting as a result of this RFI, including, but not limited to, preparation, copying, postage and delivery fees, and expenses associated with any demonstrations or presentations which may be offered or accepted as a result of the RFI.

# RFI APPENDICES AND RELATED DOCUMENTS

**APPENDIX A** – Response Cover Page

**APPENDIX B** – Submitted Questions Form

## APPENDIX A

**State of Maine**

**Department of Administrative and Financial Services**

**RESPONSE COVER PAGE**

**RFI# 202404092**

**Lottery Gaming, Marketing, Business, and Operations Solutions**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Lead Point of Contact - Name/Title:** | | |  | | |
| **Organization Name (if applicable):** | | |  | | |
| **Tel:** |  | | **Fax:** |  | |
| **E-Mail:** |  | | **Website:** | |  |
| **Street Address:** | |  | | | |
| **City/State/Zip:** | |  | | | |

## APPENDIX B

**State of Maine**

**Department of Administrative and Financial Services**

**SUBMITTED QUESTIONS FORM**

**RFI# 202404091**

**Lottery Gaming, Marketing, Business, and Operations Solutions**

This form should be used by Bidders when submitting written questions to the RFI Coordinator as defined in Part III of the RFI.

If a question is not related to any section of the RFI, enter “N/A” under the RFI Section & Page Number. Add additional rows as necessary.

**Organization Name:**

|  |  |
| --- | --- |
| **RFI Section &**  **Page Number** | **Question** |
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